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# RECRUITER

*The United States Army Recruiting Command*



JOURNAL-JAN 95



*Annual Awards Issue*

# USAREC Accession Demographics (includes Prior Service)

Prepared 21 Dec 94

		1990	1991	1992	1993	1994	1995
<b>Number of Accessions</b>							
	Total	89619	78241	77583	77563	67468	36459
	NPS	84354	74191	75895	70380	59664	33345
	PS	5265	4050	1688	7183	7804	3114
	PS (%)	5.9%	5.2%	2.2%	9.3%	11.6%	8.5%
<b>Gender (Total)</b>							
	Male(%)	85.3%	85.5%	83.7%	84.3%	82.5%	82.2%
	Female(%)	14.7%	14.5%	16.3%	15.7%	17.5%	17.8%
<b>Gender (NPS)</b>							
	Male(%)	85.1%	85.1%	83.5%	83.6%	81.6%	81.7%
	Female(%)	14.9%	14.9%	16.5%	16.4%	18.4%	18.3%
<b>Gender (PS)</b>							
	Male(%)	88.5%	91.5%	93.2%	91.1%	89.2%	87.2%
	Female(%)	11.5%	8.5%	6.8%	8.9%	10.8%	12.8%
<b>Race/Ethnicity (Total)</b>							
	White	65.9%	70.6%	69.8%	69.7%	67.6%	67.6%
	Black	24.9%	20.2%	20.4%	20.3%	22.1%	21.7%
	Hispanic	6.1%	6.1%	6.6%	6.5%	6.8%	6.7%
	Other	3.1%	3.1%	3.2%	3.5%	3.5%	4.0%
<b>Race/Ethnicity (NPS)</b>							
	White	65.8%	70.2%	69.6%	69.3%	67.2%	67.4%
	Black	25.0%	20.5%	20.6%	20.4%	22.1%	21.5%
	Hispanic	6.1%	6.1%	6.7%	6.7%	7.1%	7.2%
	Other	3.1%	3.2%	3.1%	3.6%	3.6%	3.9%
<b>Race/Ethnicity (PS)</b>							
	White	68.7%	77.7%	80.3%	73.5%	70.2%	69.7%
	Black	23.6%	15.0%	12.6%	19.3%	22.2%	23.7%
	Hispanic	5.3%	4.8%	4.6%	4.9%	4.5%	2.0%
	Other	2.4%	2.5%	2.5%	2.3%	3.1%	4.6%

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FLARE



VOLUME 48, Number 1

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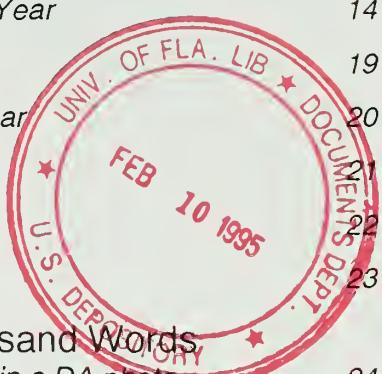
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This month's cover represents the awards given out during the Annual Awards Dinner, Dec. 8, 1994. This banquet marked the end of a week of competition for the soldiers, and hearty congratulations go to our winners, civilian and military. (All photos pertaining to these Annual Awards were taken by Greg Calidonna, Fort Knox TASC, unless otherwise indicated.)

### DoD announces HMO option

■ The Defense Department unveiled a new health benefit option for military family members and retirees and their family members that will provide lower cost health care to beneficiaries and to the federal government.

Under the new health maintenance organization option — called TRICARE Prime — patients will continue to receive free health care in military treatment facilities. This HMO option establishes fees and co-payments for care provided to beneficiaries in participating civilian medical facilities that average significantly less than existing fees and co-payments.

Family members of uniformed services personnel, and survivors and retired members and their families will have the choice of three health care options, including the HMO option, when TRICARE is fully implemented. These new provisions will go into effect as the TRICARE-managed support contracts are begun in each of the 12 TRICARE regions nationwide. The first to offer the HMO option will be Region 11, which includes Washington and Oregon, in March.

TRICARE is the Defense Department regionally managed health care program that brings together the health care delivery systems of each of the military services, as well as the Civilian Health and Medical Program of the Uniformed Services, in a cooperative and supportive effort to better serve military patients and to better use resources available to military medicine.

In addition to HMO option TRICARE Prime, two others exist: TRICARE Standard and

TRICARE Extra. TRICARE Standard is the standard CHAMPUS option. TRICARE Extra offers CHAMPUS-eligible beneficiaries out-of-pocket discounts through preferred network providers, usually without having to file any claim forms. CHAMPUS beneficiaries do not enroll in TRICARE Extra, but may participate on a case-by-case basis by using the network providers.

The uniform HMO benefit fee and co-payment schedule is as follows:



	E-4 and below family members	E-5 and above family members	Retirees and survivors and their family members
Annual enrollment fee	\$0	\$0	\$230 (indiv.) \$460 (family)
Co-payments for services outside military treatment facilities			
Outpatient visits, including radiology or lab services and home health visits	\$6	\$12	\$12
Emergency room visits	\$10	\$30	\$30
Mental health visits (indiv.)	\$10	\$20	\$25
Mental health visits (group)	\$6	\$12	\$17
Ambulatory surgery	\$25	\$25	\$25
Prescriptions	\$5	\$5	\$9
Ambulance services	\$10	\$15	\$20
Durable medical equipment prostheses, supplies	10%	15%	20%
Inpatient per diem, general	\$11	\$11	\$11
Inpatient per diem, mental health, substance abuse	\$20	\$20	\$40
Estimated annual savings per enrolled family	\$170	\$240	\$100

Army News Service — (From a DoD release.)

## Demographics data available

■ On the inside front cover of this month's magazine, we have included the first page of USAREC's Accessions Demographics Report. This document normally is four pages long and includes data from 1984 on. We are running it this month only in an abbreviated form.

Starting in April, once a quarter, we will publish a special insert to the *Recruiter Journal* that will include the complete four-page report. We hope this information will be useful to you.

POC for the demographics report is CPT McGuire, HQ USAREC PAE, (502) 624-0160.

## Army announces force structure plan

■ Secretary of the Army Togo D. West Jr. and Army Chief of Staff GEN Gordon R. Sullivan announced Dec. 9 details of their plan to restructure the active component Army from 12 to 10 divisions as directed by the October 1993 Bottom-Up Review.

To be implemented over the next two years, the plan stabilizes the force at an active duty end strength of 495,000 soldiers as the Army prepares to transform into the force of the future — Force XXI.

In a written statement from the chief of staff, Sullivan stated, "This is one step in a journey that really began in 1989 to bring the Army down from 18 active divisions to 10 and 10 National Guard divisions to eight, from 780,000 ac-

tive duty soldiers to 495,000.

"We started with a vision for America's Army to be trained and ready to fight, a strategic force, serving the nation at home and aboard, capable of decisive victory. Achieving this has not been easy. Force structure decisions have been especially difficult to make at the same time we carried out difficult missions around the world."

The plan calls for inactivating two Army headquarters, called Continental US Armies, or "CONUSAs." The plan also calls for the inactivating of three combat brigades, and two division headquarters and their divisional troop units. It also moves two air defense brigades and an armored cavalry regiment to new locations.

The net result will be the reduction of current year positions from 540,000 to 495,000, about 10 percent of today's force, by the end of fiscal year 1996. Implementation of the plan will be subject to the applicable provisions of the National Environmental Policy Act and actions of the Base Realignment and Closure Commission.

The 10-division Army will consist of four light divisions and six heavy divisions. All divisions will consist of three active component brigades, increasing battlefield lethality, and strategic responsiveness. Some divisions will have one brigade stationed at a different location. The overall stationing rationale was to maximize training land availability for the active and reserve components, mutual support of collocated units, and force projection capabilities.

Some division and subordinate unit designations may change following an ongoing review of lineage and honors by the Army Center of Military History. Announcement of any



changes to unit designations will be made after the completion of that review.

Implementation of the plan will begin immediately. Two brigades, the 194th Armored Brigade (Separate) at Fort Knox, Ky., and the 3d Brigade of the 25th Infantry Division at Schofield Barracks, Hawaii, will be inactivated by the end of fiscal year 1995. The 1st Brigade, 7th Infantry Division (Light), often called the 9th Infantry Regiment (Manchu), at Fort Lewis, Wash., will be realigned as the 3d Brigade of the 25th Infantry Division.

The 1st Brigade, 6th Infantry Division at Fort Wainwright, Alaska, retains its designation, but is aligned with the 10th Mountain Division (Light Infantry), Fort Drum, N.Y., to serve as its third brigade. The overall force structure changes are designed to maximize the Army's worldwide power projection capability. Leaving the brigade in Alaska further reinforces the Army's commitment to security and stability in the Pacific Rim. Realignment of CONUSAs, the units that provide regional oversight for reserve forces training and mobilization and have domestic responsibilities such as disaster assistance within the

continental United States, are also to be completed in fiscal year 1995. The 1st Army at Fort Meade, Md., and the 6th Army at The Presidio of San Francisco, Calif., will be inactivated. Oversight of reserve units will be consolidated under the remaining two CONUSA headquarters. The 2d Army at Fort Gillem, Ga., will control Reserve units in an area from Minnesota to Louisiana and eastward. The 5th Army at Fort Sam Houston, Texas, will control reserve units in the western portion of the country.

The drawdown will continue through fiscal year 1996 with the inactivation of the headquarters and supporting units of the 1st Infantry Division (Mechanized) at Fort Riley, Kan., and the 4th Infantry Division (Mechanized) at Fort Carson, Colo. One brigade at Fort Carson will also be inactivated. A brigade remaining at Fort Carson will fall under the command of the 2d Armored Division at Fort Hood. Two brigades will remain at Fort Riley and will be aligned with the divisions stationed in Germany.

Also in fiscal year 1996, the 3rd Armored Cavalry Regiment, currently stationed at Fort Bliss, Texas, the Army's Air Defense Center, will move to Fort Carson and will share the post with the brigade that is to remain there. Two air defense artillery brigades, the 108th at Fort Polk, La., and the 31st at Fort Hood, will move to Fort Bliss.

Four corps headquarters remain in the force structure: I Corps at Fort Lewis, III Corps at Fort Hood, V Corps in Germany, and the XVIII Airborne Corps at Fort Bragg, N.C. Three cavalry regiments also will remain in the force structure: the 2d Armored Cavalry Regiment (Light) at the Joint

Readiness Training Center, Fort Polk, the 3d Armored Cavalry Regiment at Fort Carson, and the 11th Armored Cavalry Regiment at the National Training Center, Fort Irwin, Calif.

"We have met and will continue to meet," stated Sullivan, "these challenges with the dedication, sacrifice, and determination the American people have come to expect from their Army."

## **Voter registration in the RS**

■ Guidance on the National Voter Registration Act (NVRA) has been signed by the Chief of Staff. A new USAREC pamphlet on this subject is currently being printed and will be distributed soon. In the meantime, the following is a short synopsis of procedures for recruiting stations.

### **Prospects**

All prospects 18 years of age or older, during the initial face-to-face interview conducted in the station, will be asked if they are registered to vote. If their answer is yes, no further action is required. If their answer is no, the recruiter will ask the prospect to complete a voter registration information survey form (DD Form 2645).

If the prospect answers yes on the DD Form 2645 in response to the question, "If you are not registered to vote where you live now, would you like to apply to register to vote here today?" then the recruiter will provide the voter application form (DD Form 2644) and assist the prospect in completing the form. Each state may have slightly different instructions, so an instruction booklet for completing the voter application form will

be provided to every recruiting station by the Federal Voter Assistance Program office.

Completed voter applications will be given to the station commander for processing. Station commanders will ensure all DD Forms 2644 are mailed to the designated state election official each week, and that all DD Forms 2645 are forwarded to battalion headquarters each month.

If the prospect answers no to the above question on the DD Form 2645, the recruiter files the form and no further action is required. Also, the prospect may elect not to complete the DD Form 2645.

### **Other US Citizens**

According to the NVRA of 1993, armed forces recruiting stations will be locations where US citizens can obtain and fill out voter registration applications. These citizens may elect to take the application home to be filled out or accomplish the task in the station.

No matter where the citizen completes the application, they will be allowed to give it to the recruiter for processing.

When a citizen enters a recruiting station and requests a voter registration application, recruiters will provide the application and ask the citizen if assistance is required. Recruiters will provide the same courtesy and assistance to all citizens who request assistance as they would if the citizen were a prospect.

All questions directed to recruiting stations from state officials should be referred to the Federal Voter Assistance Program (FVAP), Mr. Terry Williams, 1-800-438-8683.

POC at USAREC headquarters in Recruiting Operations is SFC Angelo Owens, (502) 624-0814.

# Performance analysis

## — How do you rate?

LTC Gary Williams, Training and Plans Directorate

**T**here's a school of thought which says there are only three reasons why people don't do what you want them to do — they don't know how to do it, they don't want to do it, or they can't do it. A typical Army bias is to address performance problems with training. Assuming training is performance oriented and effective, it still only addresses one third of the potential reasons of performance problem.

Analyzing performance deficiencies is easier said than done. The following hints will help identify what's really causing performance problems.

Does the soldier (recruiter, station commander, first sergeant, commander, etc.) have enough knowledge and skill to perform the task? Remember to deal in specifics here. Asking questions about the overall job is too broad and does not focus on specific performance deficiencies. If you get a **yes** to these questions, the underlying problem is not training. Helpful questions to target this area include:

- > Has she/he ever done this task correctly?
- > Has he/she ever been trained to perform this task?
- > Is she/he called upon to perform this task often?
- > Does he/she have trouble describing the task?
- > Does she/he get useful feedback when performing this task?

Do production management systems, policies, the local work environment, etc. interfere with performance? I know it's hard to believe, but sometimes soldiers can't perform to standard.

Here are some leads to follow in determining if this is the case.

- > Is he/she being interrupted while performing this task?
- > Are all the necessary tools/information available?
- > Are performance standards clearly stated & understood?
- > Does she/he believe their performance is satisfactory?
- > Is more than one soldier having the same problem?

Could he/she perform the task if they wanted to? Attitude and motivation problems do hinder acceptable performance, especially in jobs where human interaction is such a large element. Conflicts at work and problems at home commonly reveal themselves in reduced job performance. Leads to problems in this area include:

- > If his/her life depended on it, would their performance still be deficient?
- > Does performing to standard make her/him uncomfortable in anyway; are there negative consequences to desirable performance?
- > Are there advantages of any kind to poor performance?
- > Is he/she frustrated in any way?

Identifying the actual cause (or causes) of undesirable performance is a big first step in solving the problem(s). If training is the problem, the majority of Army leaders can show subordinates how to perform the task to standard

even if they're not professional instructors. Similarly, most leaders have solid experience dealing with attitude problems. Just remember, a negative attitude may be caused by something beyond the soldier's control. Finally, performance problems caused by policies, shortages in resources, unit and/or environmental factors are the responsibility of leadership to resolve. Here is a short quiz which might help identify common recruiting performance problems. Use these leads to target areas for improvement.

## Performance analysis

Respond to these statements with yes or no then score according to the instructions at the end.

1. Our recruiters honestly have more leads than they can comfortably handle.
2. Our field force effectively prospects face-to-face and by telephone.
3. Our recruiters understand and use the sales cycle (establish rapport, determine needs and interest, present features and benefits, close and handle objections, qualify).
4. Our local training program builds and maintains product knowledge and sales skills.
5. Our recruiters can perform, and our station commanders can demonstrate, the five critical recruiting tasks (prospecting, sales presentation, processing, DEP/DTP sustainment, and followup).
6. We have, and regularly use, a system to report sales activity.
7. Our recruiters know how they are being measured in areas other than production (i.e., APFT, SDT, etc.).
8. Our station commanders conduct regular in-field coaching sessions on an individual basis.
9. CLTs have a program for developing and maintaining station commanders' skills.
10. Our incentive programs reward success, not poor performance.
11. We keep our field force informed as programs, eligibility criteria and market conditions change.
12. Our recruiters regularly provide feedback about their market environments.

13. Army programs and benefits are being presented in a positive, upbeat, manner by our field force.
14. We know why we lose prospects and adjust accordingly.
15. Our field force follows-up on leads/prospects, who should be processing for the Army but aren't.
16. Our field force effectively identifies and develops local centers of influence who provide productive leads.
17. We have an effective performance improvement program.
18. We involve families in our plans and activities.
19. Our sales force manages its time effectively.
20. Each of our recruiters knows how to use ARADS/JOINS properly.
21. We receive and use constructive criticism from prospects, family members, COIs, and others.
22. Our programs are seldom a negative factor with prospects.
23. We experience few complaints from prospects and other outside customers.
24. We experience low competitive pressure.
25. We understand and effectively use the volume II report.

## Scoring

Give every yes response a two and every no response a zero. Add up your score.

If you scored between 38-50, you're on the right track. Look at no answers and concentrate on improving in those specific functions.

If you scored between 25-37 you could really benefit by addressing the weak systems/programs shown by your no answer.

If you scored below 25, ask for experienced help in taking a comprehensive look at your operations.

**Comments and suggestions for future articles? Contact the Training and Plans Directorate at 1-800-223-3735, extension 4-8920.**

# Good news for '95

by LTC George B. Wright Jr.,  
HQ USAREC A&PA



Merrill Lynch would be bullish on Army advertising.

After an eight year decline that ended in 1993, USAREC's advertising budget for 1995 has been restored to \$55 million — a level that allows twelve months of multi-media advertising, a robust production schedule for new ads, and the expansion of local ad budgets that allow for more personal presentation items (PPIs).

This is great news for Army recruiters who are faced with a tough mission this year and an even tougher one next.

## SLIPPERY SLOPE

The "good ole days" were in 1985 — a year when many of today's recruiters came on active duty, when many first sergeants and sergeants major were on-production recruiters, and when some of today's battalion commanders commanded recruiting companies. USAREC's ad budget then (as measured in current dollars) was \$103.4 million dollars — almost twice the level of this year's ad budget. Most of us in recruiting now look back to the mid-80s with great fondness and some of our old ads are still part of our psyche. Remember "We do more before 9 a.m. than most people do all day"?

Ads were on television year-round, three or four new ones were produced every year in

## More new advertising will be produced this year than since 1990.

the first half of the decade, recruiters had plenty of PPIs, and there was even a representative from the Army's ad agency on the staff of every recruiting battalion to buy advertising for local radio, newspapers, and billboards.

The first cut in the budget was in 1986. While it was only a million dollars, it was the beginning of a long, sustained slide that did not bottom out until the beginning of fiscal year 1993, when we started the year at \$22.5 million.

## BUY LOW, SELL HIGH

The situation was dismal. TV advertising was cut to minimal levels, we were forced out of advertising on basketball entirely and there was only a small presence on football. RPI production was scaled back, and many RPIs were retired. Ad agency staff at battalions had been released several years prior, and the agency staffs at brigade headquarters were let go in September 1992. It seemed that the only difference between Army advertising and Elvis Presley was that there was a chance that Elvis might still be alive.

If the Army ad budget were a stock, the time to buy would have been October 1992. Not only has it doubled since then, by the time we reach 1996, it

will have more than tripled. Some of the highlights:

- More new advertising will be produced this year than since 1990.
- Advertising presence on television, radio and in magazines during each of the 52 weeks of 1995.

## NEW "CREATIVE"

USAREC has not produced a totally new television commercial since 1990. This year, look for three.

The first ad, code-named "Force XXI," will premiere on NBA in February. The 30-second spot will feature a mix of live action shot at Fort Knox in October and virtual reality scenes produced in New York in November and December. The message is that the Army is the place to learn the high-tech skills that translate into future success. Force XXI promises to be a state-of-the-art commercial that will blow away the competition. We'll make sure you get the word on when it's coming out.

Two other spots are also in production and will be ready by the spring. The first, "Pride Inside," will communicate the message to prospects that the Army is a place where your achievements are recognized, where you're respected by your peers, and where you can

exercise all of your talents — essentially a place to be all you can be.

The third spot, "Line Up," is a 30-second money for college message that will replace "Rocks" (the three soldiers scaling the cliff) in the inventory. In April and May, as we're in the home stretch of the NBA season (more on that later), all Army ads on TV will be new.

Of course, these new spots will be supported by a number of new radio and magazine ads and posters.

### IF YOU'RE GONNA FISH, GO WHERE THE FISH ARE

Sports play a big part in American society, and Army advertising will be a big part in sports television in 1995. Televised sports is an environment that features teamwork, fitness, competition, and esprit de corps. Look for three to six ads per week during the nine months that make up the college and professional (to include playoff games) basketball and football seasons.

Not only will prospects be getting the Army message, but so will influencers. Smart recruiters use "sports talk" when they prospect . . . "If you're a basketball fan, maybe you've seen some of our commercials." Use it as an advantage.

We're also increasing our presence on FOX. Their having won NFC Football from CBS in 1994 is a big boost for us because many of the shows that they promote during the game are those on which we advertise (*Married... with*



New York Undercover (Photos courtesy of FOX)

**Children, The Simpsons, Martin, New York Undercover, etc.**) If FOX were all you watched during prime time, and you watched all the commercials, you'd see five or six Army ads per week for 50 weeks!

Cable (BET, ESPN, MTV, The Comedy Channel) and syndication — shows like *Star Trek*, *American Gladiators*, and the *Apollo Comedy Hour* that are sold separately to individual stations — help round out our television schedule. In this venue, we will air up to 21 spots per week every week of the year. Radio (network and syndicated programming aired on rock and urban contemporary stations) will reach prospects all year (70-90

spots per week for 52 weeks) in their homes, cars and places of recreation. It's a great way to reinforce what prospects have seen on TV, and the efficiencies are phenomenal — your ad agency is able to make a 30-second impression on a prospect for less than a penny!

Army ads will also be abundant in numerous categories of magazines. More than 250 ads will appear in 40 magazines this year. Some examples:

**Music** — *Rolling Stone*, *Spin*, *Stereo Review*

**Automotive** — *Car and Driver*, *Road and Track*

**Sports** — *Sports Illustrated*, *Sporting News*

**Science** — *Omni*, *Discover*,

*Popular Science*  
**Outdoor — Field and Stream, Outdoor Life**  
 Your A&PA chief can provide your station commander with the complete advertising schedule for the next month.

### SO WHAT HAVE YOU DONE FOR ME LATELY?

Since that's a question that's frequently posed to recruiters, we thought it only fair to pose it on your behalf.

- Research shows that the 1993 advertising activity on television, radio and in print yielded 687 million "exposures" against prospects. This year, we anticipate more than 1.1 billion-with-a-b exposures against prospects.
- We've increased battalions' local ad budgets from \$3 million to \$3.86 (active and reserve). Battalions also have more flexibility on how to spend their money.
- We've increased the percentage of local ad budgets that can be used to buy PPIs from 3 to 10 percent.



**Martin**

- The budget for TAIR (Total Army Involvement in Recruiting) triples in 95 to \$1.5 million. This means more trips to Army posts and more demonstration teams.
- We've expanded the High School Guidance Counselor Newsletter to include vo-tech schools. In the spring, it will be available for reorder through the RPI system.
- We'll mail more than 11 million letters to high school juniors, seniors, (non-college) grads, junior college students, and university underclassmen.
- For the first time since 1989, we'll send direct mail packages to females (grads in March and seniors in April).
- We were able to retain the GS-9 public affairs position in your battalion A&PA shop. This public affairs specialist plays an important role in the planning and execution of your battalion newsletter, your local ad plans, publicity, and DEP/COI functions.

### SHOT OVER

Army advertising does for recruiters what artillery does for the infantry.

Artillery is fired in advance of the attack on known targets over a sustained period in order to wear down the resistance of the enemy. This sustained fire makes the infantry more efficient when the time comes to close with and kill the enemy.



**Married... with Children**

Likewise, recruiters will be more efficient this year with the help of the increases in advertising over the last two years, the introduction of new ads in the inventory, and the increased rate of fire on television and radio and in magazines.

In 1995, recruiters will see increases in their "basic load" of ammunition — more PPIs, more local advertising, and more opportunities for support from the active and Reserve units in your area. We're starting to see signs of lowered resistance — higher recall of Army advertising, as measured by the New Recruit Survey, and an increase this year over last in calls to the 800 number.

Recruiters have the training, leadership, and the motivation to be successful. They've always had a world-class ad agency and a dedicated advertising staff at the headquarters providing support.

The advertising resources are now in place for a successful year.

*"Splash, over."*

# Before the board

**Competition** is a heady thing. You face disappointment if you're the loser, but exhilaration if you are the winner. You must risk losing to win.

USAREC's Annual Awards Board meets every December to select the top soldiers and civilians in the command. This year soldiers competed in nine categories and had to answer before a board of the command's brigade sergeants major, the Command Sergeant Major, and the USAREC Reserve Affairs, schoolhouse, and RSC sergeants major. The top civilians were nominated by their commanders in four categories and were selected by a panel of USAREC experts.

Retired Sergeant Major of the Army Glen E. Morrell was a guest speaker at a luncheon during the board. He exhorted USAREC soldiers not to rest on their laurels.

"Don't get caught in the trap of thinking you were the best recruiter in your unit, so you don't have to pay attention to the policies. Don't go out there thinking you alone can change the world, because you'll find soon enough that isn't so. But you can make a difference."

"You still have to be a team player when you go back to your units. You still have to support your leadership; they supported you before you came here. That's what people expect of you when you make it to the top."

"You should be an example for everyone around you. Even if you don't win here, you are winners in your units and you should set the example for everyone that you work with. Encourage the people you work with to do their best as well."

CSM Ernest H. Hickle said he loves this board, because he can see the future of recruiting and the Army in the young soldiers he interviews.

"I know I say this every year, but it's always true — these fine soldiers who come here are our future leaders. Ten years from now, these soldiers will be first sergeants and sergeants major, and maybe at least one of them will be USAREC's command sergeant major. I hope so, because you couldn't ask for a finer group of professional NCOs in this Army."

MG Kenneth W. Simpson, USAREC commanding general, said he thought the competition made



CSM Hickle presented a Liberty Bell to SMA Morrell for his constant support of recruiting.

it difficult to select, "when all have done an outstanding job."

"You soldiers of USAREC are a sample of the outstanding people we have in this command. Without soldiers like you, we could not have accomplished the great things we have done this year. The 2,000 young people at the MEPS today will be the sergeants of the Army by the end of this century. That's a serious responsibility you bear, and I personally thank each and every one of you for your hard efforts."

## USAREC's Top Civilians for 1994

The winners and runner-ups were:

### Professional Employee

Winner: Ellen Sinclair, Staff Judge Advocate, HQ  
Runner-up: Richard Shaughnessy, Tampa Bn

### Technical or Program Support Employee

Winner: Ralph Walker, Portland Bn  
Runner-up: Rae Disney, Program Analysis and Evaluation Directorate, HQ

### Program Specialist Employee

Winner: Ronald Horvath, Tampa Bn A&PA  
Runner-up: Ruthanne Dunn, Information Management Directorate, HQ

### Secretarial/Clerical Employee

Winner: Bruce Conkle, Baltimore Bn  
Runner-up: Laurie Packard, 6th Bde



SSG Cory L. Olson

**I**n always knew I'd go in service," said SSG Cory L. Olson, selected as the Regular Army Recruiter of the Year for 1994. "I was an Air Force brat, and I knew that Air Force promotions were slow. I wanted adventure and I wanted to stay motivated — that's why I chose the Army."

Olson was born in Seattle,

***"Tell them what you know — what the Army's done for you and what it could do for them."***

Wash., and enlisted in the Army in 1987 as an infantryman. After basic and AIT, he served in the 10th Mountain Division at Fort Drum, N.Y., in positions of increasing responsibility. He has also deployed to the Honduras, Scotland, the Sinai, and twice to Panama. He completed the

# Regular Army Recruiter of the Year

Army Recruiting Course in 1993 and is assigned to the Cheyenne (Wyo.) Recruiting Station, Denver Battalion.

"I like talking to young people, especially when I feel I am giving them a sense of direction. I have so many friends who went straight into college, and here they are, seven years later, still part-time students who have never figured out what they want."

"But you know, your applicants will call you back or write. This one guy I put in, he writes after two weeks in basic training and he hates me, but by the fifth week, he's doing better and he loves it. Here was a guy with no direction, engaged to be married, no real plan, now he's got a future."

The secret of Olson's success? "Tell them what you know — what the Army's done for you and what it could do for them. I don't try to 'sell' them, I just tell people what it's done for me and they can relate to that."

Another tip: Treat everyone the same. No matter what they look like, treat them with courtesy and respect.

Olson says he was "blessed" with a great station commander, SFC Charles Eggers, who served as a mentor to him in his early recruiting days. He also says he has a great company, CLT, BLT, ops, guidance counselor, "with no gaps in the communications channels." He credits his current station commander, SSG Robert G. Lee, with teaching him everything nobody else did.

The new Recruiter of the Year likens Success 2000 to a horse: "When you let off the reins, at first he doesn't go. But when he knows he can, he's going to go like he's never gone before. I love the teamwork concept."

Olson says his wife, Constance, is very supportive. "She really had a time while I was in the infantry, I was gone all the time. So my home time, quality time is much better." The Olsons have two sons, Joshua, 5, and Jordan, 2.

The runner-up is SSG George E. Payton, Brooklyn Company, New York City Recruiting Battalion.

# United States Army Reserve Recruiter of the Year



SSG Allen C. Fritz

**From** Fulton County, Penn., SSG Allen C. Fritz, USAR Recruiter of the Year for FY 94, started his military career as an active duty military policeman, but he's made his mark as a Reserve recruiter.

"I enlisted for 95B," Fritz says, "but when I ETS'd in 1991, I found I missed the Army. So I requested to come back as an AGR recruiter, and

"Rod influenced me a lot in my decision to become a recruiter, but I had already thought about it. I've never been afraid of hard work, so I looked on recruiting as a challenge. That means the rewards that come with a success are truly deserved."

After getting "good basics" at the schoolhouse, a strong work ethic is vital; Fritz credits his station commander, SFC Matthew Fullerton, with being an excellent teacher and role model. "Sergeant Fullerton is an inspiration to all of us, always assuring us we can go as high as we want to go."

Fritz took the message to heart, crediting his success to doing everything he is supposed to do, and more. "This job doesn't have to be 14 or 15 hours a day. You've got to work the hours you're at work."

Talking to a lot of people is what works for Fritz. Then after he talks to an applicant on the phone or in the street, he talks some more, finding out what that applicant wants

in his or her life and offering the Army as a way to attain that desire.

"I spent more than eight years as an active duty soldier," says the former military policeman, "so I can tell them a lot about what that service was like. A lot of the young prospects like instant gratification, so getting something for their service is important to them, like the Army College Fund. But a surprising number of parents feel strongly about patriotism and service to country, even in light of recent events."

On the subject of Success 2000, Fritz thinks its success depends on the station commander, who has to ensure the station works as a team. "Working as a team is always a better way. One man can't win a war." ■

I guess it's worked out pretty well so far." Fritz is assigned to the Syracuse Battalion.

Fritz has been assigned as a Reserve recruiter in the Herkimer (N.Y.) station since April 1993, and he has a twin brother, Rod, who is also a recruiter in the Syracuse Battalion.

The runner-up is SGT Paula A. Tabron, Pensacola (Fla.) RS, Montgomery Recruiting Battalion.



SFC Mark H. Christie

**This** Kentucky native had never been to Fort Knox until he came to represent Salt Lake City Battalion as a top nurse recruiter. SFC Mark H. Christie left Fort Knox as USAREC's Regular Army Nurse Recruiter of the Year.

"One thing that's so good about nurse recruiting is the autonomy that you have as a nurse recruiter," said Christie. He enjoys working independently and setting his own schedule.

According to Christie, his area covers 441,840 square miles and he is the only RA nurse recruiter for that entire area. "I spend about 10 to 14 days a month TDY, so you really have to be able to operate independently."

He enjoys the independence, but admits it's tough to work alone sometimes. Christie said, "It's hard not having an RA counterpart to work with and to bounce ideas back and forth off of."

He may not have a RA counterpart, but he does have an USAR counterpart, who he

# Regular Army Nurse Recruiter of the Year

gives a lot of credit for his success.

"The biggest help, the biggest influencer was my Reserve counterpart. He was very knowledgeable and he trained me," said Christie.

A piece of advice Christie wanted to pass along to other recruiters was that people are not numbers. Everyone should maintain a good work ethic and don't forget the basics taught at the schoolhouse.

"Never forget that these are people whose lives you're affecting and changing, hopefully for the better, and never look at them as just a number to make mission, because I think whenever the time comes that you do that you need to get out of recruiting," Christie said. "These people are putting a lot of trust in the advice that we give them."

Christie joined the Army almost 10 years ago as a 94B, food service specialist. He has been a recruiter in Salt Lake City since August 1990. He looks forward to, hopefully, someday taking over a large recruiting station, becoming a company first sergeant, and of course making E-8.

He's also looking forward to the new AMEDD transition in USAREC. He said there are a lot of questions from nurse recruiters about how or if their mission will change and the

structure of the new detachment, but most recruiters seem receptive to the change.

"I think for most part that nurse recruiters that I know are looking forward to the merger with AMEDD," Christie said. "We can see a lot of positive things about it."

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**"Never forget that these are people whose lives you're affecting"**

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Christie and his wife, Paula, have two children, Micah and Steven. He said his wife is a big reason for his success. Christie said, "If it weren't for her being so great and understanding about the job, the traveling, the sometimes long hours, I really don't think I'd be successful." ☑

The runner up is SSG Jeff C. Ingram from the US Army Recruiting Battalion Tampa, 2d Brigade.

# *United States Army Reserve Nurse Recruiter of the Year*

**A Virginia** native was selected tops in USAREC. SFC Earl P. Elmore is USAREC's Reserve Nurse Recruiter of the Year.

He enlisted in the Regular Army in 1966 as a radio operator. He left RA in 1972 and went Army Reserve as an Infantryman. In 1987 he came on Active Guard Reserve and was assigned to Richmond Recruiting Station as a field recruiter. He's been a Reserve nurse recruiter since 1990.

He sincerely enjoys his job as a Reserve nurse recruiter. "I enjoy working with the professional people, they're different from the high school students. I enjoy traveling, the planning that goes into working with nurses, and of course visiting the nursing schools, the colleges and also the hospitals."

He said there is really nothing he doesn't enjoy about nurse recruiting. He mentioned the hours, the regulations, and the paperwork can be a drain. "The paperwork required to do on a nurse applicant is very demanding," Elmore said. "Probably what I dislike about nurse recruiting is changes in the nurse pack-

ets that you have no control over, and it creates a lot extra work."

No one gets to be a success alone. Elmore credits his success to his wife Lisa. "She is a wonderful person, very understanding, and she's great a secretary," he said.

## ***“Recruiting is attitude and ex- perience”***

Elmore said, "On my business card, I have my office and my home number and when the nurses can't reach me they call me home and my wife takes great messages. She knows a lot about the nurse program and she understands the hours."

"I also feel I have had some super station commanders and some great first sergeants and sergeants major," Elmore said.

The driving force behind Elmore is his positive attitude on recruiting. "Recruiting is attitude and experience, about



**SFC Earl P. Elmore**

90 percent attitude and 10 percent experience. Work on the attitude. Attitude is the bulk of recruiting," he said.

Being an outstanding nurse recruiter, Elmore's goal for the coming year is focused on the mission. "I would like to put in as many nurses this year as I possible can with a big emphasis on the specialty market," he said.

Of course he's looking toward at future challenges. "I would like to make master sergeant. I would like to work RT, operations, and possibly guidance and I would like to make sergeant major before I retire," Elmore said.

He is also looking forward to new AMEDD transition, which is to occur in 1995. "I think it's exciting, I'm looking to it," said Elmore. He feels strongly that recruiters are up to mission of recruiting doctors and hopes the mission is given to them. ☀

The runner up is SFC Michael E. Miller from the US Army Recruiting Battalion Kansas City, 5th Brigade.

*All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.*

### **A recruiter writes:**

I feel like detailed recruiters are between a rock and a hard place. As a detailed recruiter I am forced to compete with my CMF for promotions, advanced NCOES schooling, etc. . .

A factor that is being overlooked is the SDT. If I were a 00R there would be no problems in getting the materials needed to prepare for the MOS specific portion of the exam.

There is not a SDT training program available to the detail recruiter. USAREC wants me to be proficient and successful as a recruiter, but the way I see it could really care less about being competitive within my own CMF.

I have no plans to convert to 00R. I plan on going back to my CMF. If USAREC expects detailed recruiters to stay motivated towards recruiting it needs to make the detailed recruiter competitive within our own CMF. I am tired of hearing that we are, while watching the ANCOC/promotion lists pass me by.

I am confident that if a survey was done on detailed recruiters I would not be the only one to feel this way.

### **Chief of Staff responds:**

Thank you for using the way I see it to express your concerns. The Self-Development Program was established to increase individual leader development. Your concern that detailed recruiters are at a disadvantage is shared by many recruiters; however, Army Regulation 350-57, Self-Development Test, clearly states that preparing for the SDT is an individual responsibility. Units may not use scheduled training time for SDT preparation.

It is each NCO's responsibility to maintain his/her own MOS reference materials while on recruiting duty. Your recruiting battalion master trainer will assist you in obtaining SDT reference materials and coordinate testing, but the responsibility for SDT preparation rests solely with the individual.

The objective of DA is to ensure every eligible sergeant and staff sergeant first class takes the SDT; therefore exemptions and defer-

ments will be limited. Those deferments most commonly used by USAREC are — soldiers who convert to MOS 00R are given a 90-day deferment after award of the new MOS, USAR recruiters are deferred 90 days from graduation of the Army Recruiting Course, and a 90 day deferment is given after a soldier is promoted to the next skill level.

While these criteria may be stringent, the purpose of the SDT is to measure individual study habits of leadership, training, and MOS knowledge. I hope this helps to clear up any misunderstanding. We wish you continued success in your SDT preparedness.

### **A recruiter writes:**

I have been in the Army for eleven years. The leadership was always the milestone for a soldier's success. I was selected for recruiting duty. I was not planning on failing.

I started production in Oct 93, during the first four months of being on mission I rolled a zero. I had been involved with schools, counselors, teachers, principals, students, and made presentations. But I still didn't meet mission.

As a noncommissioned officer I've tried to maintain a positive mental attitude. When I asked for assistance to find out if I was on the right track, I was told that you learn from your mistakes. I thought to myself this is not leadership. A true leader would not let a soldier go in a situation without covering all avenues. And if you wait too long on a new soldier, it would be hard to correct learned mistakes. By then a soldier has already formed his own ideas about the leadership and it would be hard and almost impossible to start over.

Being the noncommissioned officer that I am I kept on track to the best of my ability. By now frustration has set in, because out of all the things I tried I got zero and my quality of life was not good either.

The recruiting station where I was working got closed and I got moved to another recruit-

ing station and had the same area. I got a new station commander and still the same training that I did not receive continued. Then the station commander got relieved. By now I am even more frustrated and going to zero roller training.

Let's talk about zero roller training. No one showed me, out of two station commanders, the first sergeant, and a battalion master trainer, I was told what I had not done it and to come up with some ideas for my area. This is my first time doing this and being unsure of myself, so I am even more frustrated. Then in July 94 I had my TTE board where I was told that I would be recommended to be relieved from recruiting, for lack of what my leadership was supposed to ensure was done.

As I thought to myself I tried to the best of my ability, maybe I am not recruiter material, training or not. What I would want to know is who is the person behind a soldier's career when it comes to recruiters who give 110 percent, but still do not make it? If you stay after nine months you receive a relief for cause EER. If a recruiter's state of mind plays a big part in being successful, then I know I will receive a relief for cause EER and be

QMPed out of the Army for failure.

In the end, I believe that it would be hurting the best, because that's what they send out here for recruiting. If they do not make it send them back to their MOS. Is this a part of the drawdown?

### Chief of Staff responds:

Thanks for voicing your concerns about becoming a productive recruiter. You are entirely correct that one of the prerequisites for selection as a detail recruiter is demonstrated success in your PMOS with a positive recommendation from your chain of command. The Recruiting Command must have quality noncommissioned officers to recruit the soldiers required to maintain the defense of our nation.

To graduate from the Recruiter Course, you were required to demonstrate attainment of the basic skills required by a recruiter. After completion of the period specified for your TTE, the battalion leadership training determined you were capable for retention on recruiting duty. If you continue to demonstrate those traits that initially identified you as a top performer in your PMOS, your abilities and positive experiences in recruiting should increase. Your

recruiting training and experience will also enhance your value to your basic branch upon completion of your 3-year tour.

Some of the issues you addressed are based on misinformation. The issue of a recruiter's NCOER being used to support downsizing of the Army is incorrect. The strength of recruiting is currently growing. The Army is not downsizing its recruiting force. Another issue you noted is, Who is responsible for your success? Be positive and learn from your past as well as from other recruiters' experiences. Exhibit the same positive attitude which lead to your selection for this important assignment. A negative attitude only serves to complicate a recruiter's chances for success. Focus on the lessons learned from your achievements, actively seek assistance from your chain of command, solicit suggestions from experienced recruiters, and don't quit. Quitters never win and winners never quit. Nineteen hundred quality NCOs begin recruiting tours each year. The vast majority struggle through the first difficult months to become proficient at the demanding duties the Army asks them to perform. I have every confidence you will be among this winning majority.

***How do you see it? Send your comments on the form on page 21.***

**Vision implies change.** Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.



**Teamwork:** Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

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# New Recruiter of the Year

**Mother** of four, wife, Reservist — SGT Tracy L. Fair has her hands full. But you don't know the rest of the story. Just before Fair left to compete for New Recruiter of the Year at 3d Brigade, her husband was laid off when the company he worked for closed. The next night their house burned.

"The entire inside was gutted. All I got out of that house was my kids," Fair said after winning at USAREC headquarters.

After Fair graduated from high school in 1980, she enlisted in the Reserve as a 71D,

***"I liked the idea of being in charge of my own success or failure."***

legal administration specialist. She accepted an active tour in 1989 as an admin specialist but was detailed as an executive admin assistant. She volunteered for recruiting in December 1993.

"I worked in a great [Reserve] unit with great people," says Fair, "but after a couple of years I had grown too com-

fortable as a 71C. It was time for a change, and I always thought recruiting would be an interesting job."

Fair says her commander tried to discourage her from recruiting. "He said it was the toughest job in the Army, next to combat. I was looking for a challenge, and I thought I could do it well. So I volunteered.

"I liked the idea of being in charge of my own success or failure, and having that success based on what you do every day."

When asked why a woman with four children would herself join the Army, she says, "I know this sounds corny, but I love the Army. I'm in the Army because of my children. I joined during the Cold War, when there was a real threat to this country. Even though the world situation has changed somewhat, I don't think, 'There's a contract,' I think, 'He's going to protect the USA, he's going to protect my kids.'"

Fair says she's self-motivated and very sincere. "I believe what I say about the Army. I think integrity is critical; people can tell if you're faking. In a sales interview I have my heart in it. I am very sincere."



SGT Tracy L. Fair

Her family is very supportive of her career. At the same time, Fair says she tries to remain sensitive to her family's needs. "We committed to the Army as a family. It's up to me to strike the balance between the Army and family time."

According to Fair, Success 2000 makes it easier to help all recruiters in a station to pull together, because of open zones.

"I'm very glad we are all successful recruiters in my station, because I'm going to need some help now. Now I can take the time I need to get my family settled. Success 2000 gives my station commander, SFC Charles Williams, the flexibility he needs to make mission even with my circumstances."

**The runner-up is SSG Eugene Kim, Hollywood RS, San Fernando Recruiting Company, Los Angeles Battalion.**

# Guidance Counselor of the Year

**Dedication** and persistence paid off for Guidance Counselor of the Year, SSG Jery Zambounis. Assigned to 3rd Brigade, Cleveland Battalion at the MEPS, Zambounis says, "I always try to go above the standard. I've done that since I have been in the Army, as a soldier, a recruiter, and a recruiter trainer."

Does he lose some applicants at the MEPS? "Yes, that going to happen," he said. But he explains to applicants that the Army opens up a big door for them and from there many other doors can open.

Zambounis enlisted in the Army from the Lorain Station, Lorain, Ohio, 11 years ago. About a year after enlisting, he returned to the Lorain Station as an HRAP. He spent 5 1/2 years in the 782nd Maintenance Battalion, 82nd Airborne Division, as a Field Radio/Communication Electronics Repairer. In 1986, Zambounis achieved Division Support Command Trooper of the Year and was second runner-up for the 82nd Airborne Division Trooper of the Year.

However, the 82nd Airborne Division didn't end Zambounis' love affair with Lorain, Ohio. He returned for another two years as a recruiter in the

Lorain Station. Then it was back to working with soldiers as recruiter trainer for the Lorain Station. "I traveled a lot but it was a good job," he said. "Some people run out of gas and say I just can't make this."

Zambounis' training philosophy instills a "you can't quit attitude." He enjoyed teaching other recruiters and helping them fix problems so that in the following month they could see the results of good recruiting techniques.

"To be honest, when I feel that I have lost, I usually win," he said. About this board, he said, "The competition was pretty stiff. I knew one guy because we went to the guidance counselor course together, and I knew he was pretty sharp."

He enjoys his job as guidance counselor even though he admits to getting a little frustrated at times. "We see all walks of life and have to deal with it everyday. It's a challenge and I kind of like that."

One of the most important areas of recruiting life according to Zambounis is family. "If they don't support you, you're not going to work in the frame of mind that you need to be to do your job. Recruiting is demanding," he says. He feels his wife influenced his decision to convert. As he puts it, "I'm a soldier, I do my job wherever I go."



**SSG Jery M. Zambounis**

Zambounis, who is three classes away from an associate degree, was distinguished graduate at the station commanders course, distinguished graduate for the guidance counselors course, on the commandant's list for PLDC, distinguished graduate at BNOC, and attended jumpmaster school. What's the secret for distinguished graduate? When the others start partying, he feels he has the edge on them. "When it's time to go to school, it's time to learn," he says. "It's my job and I need to learn my duty position well."

The key to success in recruiting, Zambounis feels is teamwork. He draws on his experience with the 82nd where he says, "We always helped each other." Teamwork carries over into the family life at the Zambounis house. He credits his mother with the alterations on the new Class A uniform he wore before the board. His wife, Kristin, and their children, Anthony, Christopher, and Ashley, live in Sheffield Lake, Ohio. ☺

The runner-up is SFC Angela A. Spensiari. He is assigned to Harrisburg with duty at New Cumberland, Penn., MEPS.



SFC Michael E. Eckerd

**A**S a recruiter he most loved talking with kids, hearing their ideas, and helping them to become a part of the Army he loves. Now he's the Recruiting and Retention School's Instructor of the Year. SFC Michael E. Eckerd still focuses on people and enjoys guiding the students as they go through the school.

Eckerd teaches week one of the Army Recruiter Course. He sees all the students when they first come in and enjoys the opportunity to interact with them.

"Half of the students don't want to be there, they're scared, they don't know what to expect, they've heard stories, and most of them untrue," said Eckerd. "It's great to watch them change and get excited during that first week.

"I just tell them don't forget and don't let someone tell you to forget what you've learned at the school," said Eckerd. He feels the successful recruiters are the ones who stick with the basics and remember what they were taught at the school.

Eckerd has 11 1/2 years

# Instructor of the Year

with the Army, he joined as 95B, military policeman in his hometown of Philadelphia. Before coming to the school, he successfully completed a three and a half year tour on recruiting duty. He has only been with the schoolhouse for two and a half years and has proven himself outstanding among his peers.

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***"I keep doing it until it's right and it fits my personality."***

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Eckerd says the leadership and his peers at RRS are the key to his success. "All the people I learned from were successful recruiters and instructors. They had a lot of good ideas and all I did was to put things in my own repertoire and make it work for me. I keep doing it until it's right and it fits my personality."

According to Eckerd he made it to where he is today because of his leaders', helping, mentoring, and teaching

him. He mentioned SGM Joseph Garner and COL Bruce Terrell for encouraging him to participant in the boards and to excel. He said his immediate chain of command and those he works with helped him a lot to prepare and perfect his technique for the boards.

"I can't count the number of people who helped me study and gave me little tidbits of advice," he said. "I've been lucky enough to know the last four teachers of the year and they gave lots of advice."

The commanding general talked with all winners, but what would the top instructor like to say to him? As an instructor, Eckerd teaches the regulations and philosophies of USAREC, and the recent changes and the addition of Success 2000 have really made an impression on him.

"Just this last year, the changes that have been made have been incredible — getting the Army concepts into recruiting — teamwork, cohesion, working as a unit," he commented.

Eckerd and his wife, Denise, have two children, Justin and Shelby. He looks forward to finishing his teaching tour and going back to recruiting duty as a station commander. Hopefully this will pave the way to a first sergeant's slot. ☈

# Exhibitor of the Year

**"I've** found a job I really enjoy doing. It's been a chance to tour the United States and see recruiting personalities in the different areas," said SFC Michael D. Horn. His van was the first to drive to Alaska and his team hopes to go to Puerto Rico with a cinema pod.

Team Chief of Cinema Van 2 graduated from the recruiting school in August 1987. Although a sergeant first class when arriving in recruiting, he was trained by a staff sergeant, SSG Brian Clark who is now in Philadelphia. "He trained me very well," said Horn. "I think that's why I took Exhibitor of the Year."

Not only was Horn selected for Exhibitor of the Year for 1995, but Cinema Van 2 was selected from eight other vans as Cinema Van of the Year. Traveling for nearly 10 months out of the year will come to an end for Horn in March. He looks forward to going back to recruiting as a station commander. Along with commanding a station, Horn will be in the primary zone for promotion to master sergeant. "For 13 and 1/2 years (in the Army)," said Horn, "I'm doing pretty good."

"We don't just drill the Army. We give history presentations, government presentations, and math and science. Sometimes we give them a little test at the end." He feels the cinema van is valuable to the recruiter. After

the class, he says there's anywhere from 10 to 15 students waiting to talk to the recruiter.

Horn says, "I love seeing the students' faces, they laugh but have some serious questions." He always tries to make the students' experience with the cinema van an interesting one. He often puts everybody at ease with a joke. "I do jokes at the right time," he said. But, he added, "If it is serious, I don't kid around." He receives letters of appreciation from principals and teachers asking for the van return again.

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***"I enjoy the challenge of recruiting. You're always learning something and that's why I've stayed."***

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"Some recruiters can only go into a school classroom once every three months and we show up with a \$300,000 vehicle. That's their opportunity to talk to an entire classroom. This is a pretty good deal for them," said Horn.



**SFC Michael D. Horn**

Army assignments took Horn to Turkey as a 13B, artilleryman, for 13 months, to Waukesha Recruiting Station, Wis., as a recruiter from 1987 to 1990, to Port Washington, Wis., (now closed) as an on-production station commander from 1990 to 1991, and to Burlington, Wis., as a limited-production station commander from 1991 to 1992. He has been assigned to Recruiting Support Command for three years. Selected for New Recruiter of the Year for Milwaukee Battalion in 1989, Horn was presented the recruiter ring in January 1990.

He has attended PLDC, BNOC, and attended ANOC for both 00R and 13B. It was after completing the correspondence course for 13B that Horn decided he liked talking with people and artillery was not going to give him what he wanted. He says, "I enjoy the challenge of recruiting. You're always learning something and that's why I've stayed."

Horn's plans for the future include learning about changes that have occurred in recruiting stations during his time with the Recruiting Support Command and taking the three classes he lacks for completion of an associate degree in Human Resources. 



SFC Martin R. Wells

**Getting** a different perspective on recruiting is how SFC Martin R. Wells describes his job as assistant operations NCO. After more than two years as a field recruiter in the Las Vegas West Station and two years as a station commander at the Las Vegas North Station, for the last year and a half, he has provided support for the recruiters in Phoenix Battalion.

He came to recruiting in 1988 from an MOS that no longer exists — Lance Missile Crewmember. "My first two years in the Army, I was stationed in Holland," he said. "That was totally different from recruiting." But having the right station commander was the secret to an easy transition. MSG Roy Steventon was the right station commander and Wells still keeps in touch with him at the Salt Lake City Battalion.

"It makes everything much easier if you can actually see someone that has the experience, and just watch him, and see how he does things," said Wells. Although Wells considers himself to be an introvert or a shy type person, he says, "The training that we get is outstanding." For a couple of

months he put four or five people in the Army. One month he says, "I put in the station's entire mission — that was a pretty good month."

Wells' advice to others is, "It doesn't matter how quiet you are, it just matters how you put the message across. You must have the latitude to build your own style. I've been told that I come across as someone people listen to."

What contributed to his selection as Soldier of the Year? He says his desire to be successful

***"It doesn't matter  
how quiet you  
are, it just  
matters how you  
put the message  
across."***

and a consistent work ethic. His advice is to do what you are supposed to do in spite of the down times. "A good work ethic will overcome any second thoughts a recruiter might have about not having the ability as a salesman."

He feels the desire to succeed

# *Soldier of the Year*

combined with training results in rewards.

Recruiting 2000 is a step in the right direction according to Wells. "I think it takes the pressure off the recruiter and puts it on the station commander." He feels the station commander now has more latitude in directing the recruiters in recruiting efforts. "Before, recruiting was looked at from the bottom up. Now it's reversed. You look at the station first and then in order for a recruiter to be truly successful, the station has to be successful."

In February, during his last month as station commander, Wells was presented the recruiter ring.

Wells has a degree in history from Auburn University in Auburn, Ala. He plans on completing a master's degree in business administration. "I think that will help me toward getting promoted to E-8," he said.

"My wife supports me 100 percent," said Wells. Gertrude and daughter, Rosalie, live in Phoenix. The Wells family is expecting a new addition to the family in May. ☺

The runner-up for Soldier of the Year is SSG(P) Troy J. Brumley with duty at Hempstead Recruiting Station, Hempstead, New York.

# A picture is worth a thousand words

## *Top five things boards look at in a DA photo*



Hair along the back of the neck should be proper length for males and females. Females can wear appropriate earrings.



Sleeve length should be one inch below the bottom of the wrist bone in accordance with AR 670-1.



Read AR 670-1, dated 1 September 1992, to ensure skirt is the appropriate length.



Ensure name tag, awards, and decorations are placed according to AR 670-1.



Ensure trousers and slacks are proper length. Trousers and slacks stand out like a sore thumb when too long or short.

Photos by Greg Calidonna,  
Fort Knox TASC

## Army makes appearance at TANA Conference

*Story and photo by Marsha Hogan, Nashville Battalion*

When the Tennessee Association of Nurse Anesthetists (TANA) held their 1994 annual meeting in Nashville, Tenn., the Army was there. At the request of TANA, CPT Janice Nowakowski, Reserve nurse counselor for Nashville Battalion, arranged for CPT Rosann M. Bierman, a nurse anesthetist with the Army Nurse Corps to speak during the three day conference.

Bierman is currently attending the Army Medical Department Officer Advanced Course at Fort Sam Houston, Texas. Bierman's attendance and presentation added to the interest in the Army Nurse Corps. She spoke from experience on both Reserve and active duty, and RN and CRNA duty. By sharing personal experiences, illustrated with slides, Bierman captured and held the interest of the audience. After her presentation, Bierman was approached by many attendees eager for more information about her experiences with the Army.

Army nurse recruiters were also on hand in the exhibit area to answer questions about the Army Nurse Corps. Nurse recruiters SFC Davis Daniel of the Nashville Nurse Station and SFC Robert Carswell of the Knoxville Nurse Station did a brisk business as participants stopped with questions and picked up brochures.

## Recruiters give a little extra

*by Mary Vogiatzis, Santa Ana Battalion*

Even though SSG James Kietzmann Fullerton, Calif., Recruiting Station, enlisted Karyn and David White, this young couple know all the recruiters at the station and everyone there has helped them. They believe that these recruiters represent some of the very best people the Army has. They can't say enough good things about the recruiters.

The Whites enlisted in August, both as food service specialists. They decided to get married September 24, so they could depart in November as a married couple enroute to basic training and advanced individual training together.

The Whites thought so much of the recruiters at the Fullerton Station that they invited them to their wedding. All six recruiters put on their dress blues and made a splendid showing on the big day. This station is willing to go the extra mile to support the people they put into the Army. Fullerton Station is the epitome of teamwork and support.



Karyn and David White on their wedding day with some of their best friends. Left to right, SSG James Kietzmann, SSG Adrian Fellers, SSG William West, David and Karyn White, SSG James Blevins, SFC Tony Garcia, and SFC Edward Shuler. (Photo courtesy of David and Karyn White)



CPT Janice Nowakowski, Nashville Battalion Reserve nurse counselor, and CPT Rosann M. Bierman, ANC nurse anesthetist, talk with conference attendees in the exhibit area.

## All-Army champion

**Story By Tom Blackwood,  
Sacramento Battalion A&PA**

■ The station commander of the Manteca (Calif.) Recruiting Station is recognized by higher headquarters as one of Army's top field recruiters.

Interesting enough, SFC David M. Stratton's formula for success at work carries over to the athletic field.

His ability as a softball player is top caliber. Stratton was selected to try out for the All-Army Softball Team of 1994. Thirty Army soldiers from all over the world competed to make the 15 member team roster at Fort Indiantown Gap, Pa.

Stratton's love for the game of softball started when he was 16 years old while attending Mazama High School in Klamath Falls, Oregon. His inspiration and love for the game of baseball was influenced at this time by former baseball legend, Babe Ruth.

The impact of Stratton's ball playing was well received at the 1994 Armed Forces Softball Championships. It's been 12 years since Army captured the last championship title, and Stratton was a big reason for Army's winning the armed forces championship.

Batting at a .650 average, Stratton had 19 hits in 28 times at bat. He hit four home runs, two doubles, crossed the plate 11 times, and had 15 runs batted in during the Armed Forces Softball Championships held Aug. 16-20 at Fort Indiantown Gap, Pa.

His athletic success as a baseball player is shared with many youngsters within his community. Stratton often volunteers to work with organized youth athletic activities at local

area high schools.

He has helped coach girls' softball leagues, both junior high and high school wrestling teams, and local youth basketball camps.

One of his favorite youth activities, held at a local high school, is part of the tradition of conditioning students called the Indian Run. Local Army recruiters get the opportunity to run with high school students. Stratton stated, "We set a fast and grueling pace to insure students get a solid workout. Both students and recruiters usually get more than what they bargained for," commented Stratton.

Stratton, a 13-year Army veteran is supported by his wife, Doly, and their three children.

Stratton has all the right ingredients for success: a loving

and supportive family, a strong passion to be the best at what he does, and, remarkable as it might sound, a baseball hero, who has influenced his attitude to share his athletic abilities with others.

Stratton added, "To make sure nobody gets hurt we follow safety guidelines to the max. The school and the students enjoy our participation and often we get solid leads from our involvement."

Stratton added, "I want to share my athletic skills with young men and women because I truly believe in sports."

For many of the folks who know Stratton in the Manteca community, he's unmistakably a winner to his family, his local community, and now, a gold medal winner of the 1994 Armed Forces Softball Championships.



SFC David M. Stratton poses with some of his softball awards.

# Are you a possible match?

**Story and photo by Rhonda L. Richards,  
Harrisburg Battalion A&PA**

**T**he importance of the Bone Marrow Donor Program doesn't really hit home until it touches you in some personal way."

These sentiments were echoed by LTC Thomas P. Gannon, commander of the Harrisburg Battalion, while he participated in the battalion's second Bone Marrow Drive. "A friend of mine approached me during our drive at Carlisle and volunteered his service. In the course of our conversation, I discovered that he had leukemia."

Another example of the need for the Bone Marrow Drive Program was one man who contacted the battalion about his wife's need for a donor. "When I checked back with this individual," Gannon said, "I was sadly informed that the man's wife passed away. Her donor/match was never found."

In two drives, the Harrisburg battalion has tested over 400 individuals, both military and civilians, throughout the Harrisburg and Carlisle areas. Even though no match has been found from these potential donors thus far, said Eddy Medina, Recruitment Specialist for the DoD National Bone Marrow Donor Program, Bethesda, Md. "It's a critical to continue the search."

Bone marrow transplantation is the preferred treatment for more 50 fatal blood disorders, and it is estimated that 5,000 to 10,000 Americans are in need of a transplant each year, said Medina.

A good example of how the donor program works can be found in the story of SSG Neal Hadden of Fort Sam Houston, Texas. While stationed at Fort Ben Harrison, Ind., Hadden didn't think twice about giving blood at the installation bone

marrow donor drive.

A month after reporting for duty at Fort Sam Houston, Hadden received a call from the National Bone Marrow Donor Registry to tell him he was a possible match. He was still interested in becoming a bone marrow donor and was referred to the local hospital. There he donated about 17 tubes of blood, which were sent to Bethesda, Md., for testing. Four weeks later, Hadden was notified that he was a definite match for a 27-year-old male from London, Ontario, Canada.

Hadden was flown to Georgetown University Medical Center for a complete physical. About five weeks later he flew back to the medical center for the surgery. He left on a Wednesday morning, checked in, had surgery on Thursday morning, remained overnight, and returned home on Saturday.

"By Monday morning I reported to work" Hadden said. "The National Bone Marrow Donor Registry called and checked on me daily for several weeks."

Hadden said he would be a bone marrow donor again in the future. However, donors are removed from the donor list for

one year after the surgery date. The only way the registry would contact a donor again is if there were no other match available.

The battalion held its first Bone Marrow Donor Drive in June. "The Bone Marrow Donor Program is like a crusade," said Barb Davie, Harrisburg Battalion Family Support Coordinator.

At any given time, an average of 2,000 patients are searching the registry of the National Bone Marrow Donor Program. "We plan to sponsor at least one bone marrow donor drive per quarter," said Gannon.



**SSG Jeffrey Deva, Jr. of the Hanover Recruiting Station donates a sample of blood during the first Harrisburg Battalion sponsored Bone Marrow Donor Drive.**

## ROTC Simultaneous Membership Program

Reference AR 601-210, dated 1 Aug 91, Regular Army and Army Reserve Enlistment Program; Army Regulation 140-10, dated 1 Oct 94, Assignments, Attachments, Details, and Transfers; and RECUSAR Message 94-079, Subject: Reserve Officer Training Corps ROTC/ Simultaneous Membership Program (SMP). The purpose of this message is to clarify the issuing of transfer orders from ROTC Control Group to the appropriate TPU for ROTC/SMP.

Only ROTC regions have the authority to issue reassignment orders on cadets from ROTC Control Group to a TPU of the Army Reserve as an SMP. The orders for ROTC/SMP will be IAW AR 601-210, Chapter 10, para 10-18. Orders will be issued by the appropriate ROTC region transferring the soldier from the ROTC Control Group to a specific TPU. This authority can not be delegated.

## Unauthorized Telephone Calls

Reference RECUSAR Message Number 94-079, Part II, unauthorized telephone calls to Reserve Affairs Recruiting Operations Center (ROC). The purpose of this message is to clarify the authorization for telephonic contact to Reserve Affairs, ROC.

The points of contact on RECUSAR messages are meant for the purpose of clarifying questions/concerns that can not be resolved by the chain of command. All questions/concerns in reference to RECUSAR messages will be processed through the chain of command, to the appropriate brigade. All exception-to-policy and



override requests will be forwarded through the appropriate brigade to this office (RCRC-PPS). When assistance is needed from the USAREC Liaisons at ARPERCEN or the USARC, use of the chain of command is still required.

All recruiters (RA and USAR) will not directly contact or have applicants contact this headquarters or the USAREC Liaison Team, located at ARPERCEN, for any reason. Under no circumstances will recruiters give applicants these telephone numbers.

## HS Verification

Reference AR 601-210, Regular Army and Army Reserve Enlistment Program and USAREC Reg 601-101, Education Enlistment Credentials.

Documents for nonprior service education verification are listed in AR 601-210, Chapter 2, Table 2-1, Rule D. The following is a list of verification documents for high school students:

1. Official high school transcripts (either with seal or signature of registrar, guidance counselor, records custodian, or principal) showing placement into the 11th or 12th grade.

2. Report card showing placement into the 11th or 12th grade.

3. Letter from school officials (on school letterhead signed by the principal, vice principal, registrar, or records custodian).

4. Telephonic verification is authorized for enlistment into the Delayed Entry Program and the USAR. Telephonic verification may only be accomplished by a commissioned officer, operations NCO, first sergeant or senior guidance counselor assigned to USAREC.

**IMPORTANT NOTE:** A re-

quest reservation will not be made on a currently in high school (CIHS) individual who is scheduled to return from training after classes are scheduled to start for their senior year. However, a REQUEST reservation may be made if letters from both school officials and parents are obtained verifying that they are aware of the situation and have no objections. These letters will be included in the applicant's enlistment packet and retained in the recruiting battalion's residual file.

## Voice auditions for 46R



Reference AR 601-210, Regular Army and Army Reserve Enlistment Program. AR 601-210,

Chapter 7, Table 7-1 requires a voice audition for 46R, broadcast journalist. The following steps are required to obtain a voice audition:

1. The Defense Information School (DINFOS) should be contacted to obtain a Voice Audition Packet. The point of contact for recruiters to call is SSG Roundtree, commercial 317-542-4071 or DSN 699-4071.

2. Once the audition is completed and returned, it is evaluated by the Voice Indiction Section and results (pass or fail) are returned to the recruiter in letter form. The audition results (pass situations) are good for one year from date of the letter.

3. The letter will become part of the enlistment packet.

Any questions concerning information in this USAR News should be directed to your battalion USAR Operations section.

## DEP Management Survey

Market Research Branch conducted a survey in late summer of 314 randomly selected DEPers who were scheduled to ship in either August or September of 1994 (292 of them did actually ship). All of these respondents had been in the DEP pool from 3 to 9 months. This customer satisfaction survey asked the customer (DEPer) to evaluate his or her experiences while in the DEP.

The nine-question, one-page survey asked the DEPers to measure the effectiveness of different types of recruiter contacts and frequency of these contacts, their overall satisfaction with their job choice, ship date and MEPS experience, and their opinions on their recruiters' performance. Respondents could also make comments on their DEP experiences.

For the analysis and presentation of the survey results, we defined respondent categories as Overall, Male, Female, Access and DEP Loss. There were some significant differences in responses given among categories. A word of caution: Because of the relative small sample of DEP Loss (22 respondents), inference to the entire DEP loss population can be suggested but not scientifically stated. Enough of this statistical mumbo jumbo, lets look at some results.

**What Type of Contact is Most Effective?** Respondents were asked to indicate the usefulness to them of recruiter contacts made either *in person*, *by telephone* or *at DEP functions* (while in the DEP pool). *In person* contact was rated highest among all categories of respondents while *at DEP functions* contact was rated the lowest. This is most likely explainable because of the wide variability of content and quality of DEP functions compared to the limited ways a recruiter can talk on the phone or in person. What is interesting is the high marks DEP Losses give for *in person* and *by telephone*. This indicates that recruiters try extremely hard to "save" a DEP loss and that the utility of recruiter contacts is not a factor in producing DEP loss.

**Does Frequency of Contact Make a Difference?** Respondents were asked

to indicate how often they had different types of recruiter contacts. We took these results and cross referenced them with those respondents who had rated the different types of contact "useful."

For *in person* and *by telephone* contact the key word is "two-thirds." Of the respondents who rated these types of contact "useful," at least two-thirds of them had, as a minimum, biweekly contact in person or weekly contact by phone. For *at DEP functions* contact, over half of the respondents who said *at DEP functions* contact was useful had them on a monthly basis. The bottom line here is the more frequent the contact, the more likely it is to be effective.

**Job Choice, Ship Date and MEPS Experience Satisfaction.** Respondents were asked to indicate how satisfied they were with their *job choice*, *ship date*, and *MEPS experience*. Dissatisfaction with *job choice*, *ship date*, and *MEPS experience* is significantly higher among DEP Losses than any other category. Dissatisfaction with *MEPS experience* is the highest among all categories. Only 54 percent of all respondents were satisfied with their MEPS experience. Although it is expected that satisfaction with a recruit's MEPS experience would be low for all respondents, 33 percent of DEP losses were "extremely dissatisfied" with the MEPS experience. Additional analysis shows that if a new recruit visits the MEPS more than twice, he or she is four times more likely to DEP loss. The word to the recruiter based on these survey results is to make sure the prospect is ready for the MEPS before he or she goes. Remember the sage advice that hope is not a method.

**Recruiter's Performance.** Respondents were asked to rate their recruiter in the areas of professionalism, honesty, politeness, sincerity, and availability.

Recruiters are given high marks among from all respondents indicating a professional force. Among the respondent categories, DEP Losses rated the *honesty* and *sincerity* attributes of recruiters lowest. These responses whether perceived or actual are not surprising given typical reasons why a

prospect DEP losses. What is interesting is the high marks DEP Losses give their recruiters on *availability*. This again indicates the effort recruiters are giving to avoid a DEP loss.

Insights reached from this survey include:

1. 94 percent of all respondents' expectations of the DEP were met to some degree.
2. A clear majority of all respondents felt that all recruiter contact types (person, telephone, DEP functions) are effective.
3. The more often a contact type was made, the more effective it was judged.
4. The perceived quality and content of DEP functions vary widely throughout USAREC.
5. Dissatisfaction with *Job Choice*, *Ship Date*, and *MEPS* were highest among DEP losses than any other category of respondent.
6. Only 6 out of 10 respondents contracted after the first visit to the MEPS.
7. Factors consistent among DEP loss respondents indicate external problems outside the span of control of recruiters but within the span of influence, that is, MEPS visitation.
8. Recruiters are doing their job.

So what are the do's and don'ts that recruiters can use based on these survey results? First, remember the more often you contact a prospect by phone or in person the more likely that prospect is to ship. Second, schedule regular DEP functions. Third, make sure the prospect is "Army ready" before going to the MEPS. Finally, recognize prospects who are at risk to DEP loss (prospects not satisfied with job choice or ship date are at risk). Recruiters should avoid poorly planned and executed DEP functions (they do more harm than good). Do not permit over exposure at the MEPS (prospects who visit the MEPS more than twice are four times more likely to DEP loss).

Recruiters are working hard, following established DEP management policies and are working their tails off to prevent DEP loss. The vast majority of shippers are satisfied with their experiences in the DEP and extremely impressed with their recruiters' performance.

# The Test

1. \_\_\_\_\_ of the grad male population will be contacted by December 31.

- A. 10 percent
- B. 25 percent
- C. 35 percent
- D. none of the above.

2. Which of the following individuals and organizations may be sources from which to obtain college stop out information?

- A. financial aid officer
- B. dean of students
- C. director, student housing
- D. veterans administration representative
- E. all of the above

3. Who is the approving authority for an overage PS applicant wanting to enlist into the USAR?

- A. CG, ARPERCEN
- B. battalion commander
- C. CG, PERSCOM
- D. CG, USAREC

4. An applicant who has answered at least one question on the ASVAB is considered to have tested in terms of eligibility for retest.

- A. true
- B. false

5. To take part in the ROTC/SMP program, a person must \_\_\_\_\_

- A. be an enlisted member of a TPU of the Selective Reserve.
- B. be enrolled in the ROTC Advanced Course program.
- C. be assigned in the TPU as an officer-trainee.
- D. all of the above

6. The monthly and quarterly missions will be posted to the USAREC 711-3 within how many working days?

- A. upon receiving the mission
- B. 10 working days
- C. 5 working days
- D. 1 week

7. A new USAREC Fm 533 will be started.

- A. daily
- B. weekly
- C. monthly
- D. as needed

8. Who is responsible for providing final quality control on nurse applications before forwarding through channels?

- A. nurse counselor
- B. station commander

- C. CLT
- D. BLT

9. Within how many days after commissioning will the oath of office (DA 71) be forwarded to HQ USAREC, Health Services Directorate?

- A. 10
- B. 14
- C. 5
- D. 3

10. The USAREC Fm 1049 is used to validate the proficiency of all on production recruiters.

- A. true
- B. false

11. When constructing an individual fighting position you should check your camouflage by moving \_\_\_\_\_ to the front of your position.

- A. 35 meters
- B. 50 meters
- C. 25 meters
- D. 100 meters

12. When challenging an individual approaching your position using the challenge and password you should issue the challenge when the individual is \_\_\_\_\_ from your position.

- A. 10 meters
- B. 5 meters
- C. 2 - 3 meters
- D. 15 meters

13. When assuming MOPP level 2 the overboots are carried.

- A. true
- B. false

14. If a casualty has a head wound and must be positioned onto their side to prevent blood entering the mouth they should be rolled to \_\_\_\_\_.

- A. the side of the injury
- B. the side opposite the injury
- C. their back
- D. their stomachs

15. When reporting enemy information using a "SALUTE" report the "S" represents \_\_\_\_\_.

- A. situation
- B. sending
- C. size
- D. spot

*(The answers to this month's Test can be found on the inside back cover.)*

# Gold Badges



## ALBANY

SSG Harry N. Ewing  
SSG Luther F. Legg  
SGT Shawn J. Greer

## ATLANTA

SSG Alonia Ogletree

## BALTIMORE

SFC Talanda P. Goodwin  
SSG Kevin J. Dunn  
SGT Jeffery Purvis  
SFC Jesse G. Dozier  
SSG Eddie L. Clark  
SGT Frederick G. Osby  
SGT Timothy J. Brillian  
SSG Grace M. Deneke  
SGT Willie Upchurch Jr.  
SSG Roger D. Trotter

## BRUNSWICK

SFC Louis J. Celli

## COLUMBUS

SFC Eric Burdine Sr.

## DALLAS

SSG Jose Rodriguez-Morales  
SGT Charles W. Bradshaw  
SSG Kevin T. Brown  
SFC Albert M. Martos  
SGT Robert E. Breazeale  
SSG Larry Jeffries  
SSG Randy M. Free

## DENVER

SSG Todd M. Grizzle

## DES MOINES

SFC Roger H. Weinhaus  
SGT Sonji J. Martin  
SGT Travis O. Culp

## GREAT LAKES

SGT David A. Yoder  
SFC Terry J. Cariveau  
SGT Timothy P. Spain Jr.  
SGT Don A. McDonell  
SFC Michael M. Tymes  
SSG Brian J. Ott  
SFC David G. Platko

## HARRISBURG

SGT Mark R. Sirianni  
SFC Lori D. Rendick

## JACKSONVILLE

SSG Diane Duane

## KANSAS CITY

SFC Patrick O. Sanchez  
SSG Robbie G. Thorsteinson

## MIAMI

SSG Angel Rivera  
SSG William Maysonet  
SSG Clive Flores

## MONTGOMERY

SGT Paula Tabron  
SSG Gerald Landers  
SSG Margaretta Montgomery

## NEW YORK CITY

SGT Felix Montero  
SFC Locksley W. Casinader  
SSG William H. Shattuck  
SSG Billy Scott  
SSG Guy L. Snodgrass  
SSG Luis Martinez  
SSG Lawrence Compton  
SSG Terrance Peele



SSG Keilow K. King  
SGT Casey S. Barrett  
SSG Stanley K. Spencer  
SSG Gerald Landers  
SFC Antonius D. Billingslea  
SSG Johnny Gibbs  
SFC Ronnie Rivers  
SSG Charles A. Davis

## PITTSBURGH

SSG Lawrence Michaelis  
SSG Michael S. Santone

## PORTLAND

SFC Brian S. Dinsmore

## SACRAMENTO

SSG Jabbaar Madyun  
SSG Robin E. Washburn  
SSG Javette D. Jones

## SAN ANTONIO

SGT Amy K. Castillo  
SFC Luis A. Ortiz  
SSG Juan Mejia

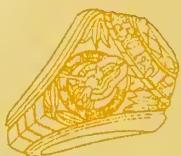
## SEATTLE

SSG Keith A. Ogden  
SSG Althea A. Brown  
SSG Vern N. Tranberg

## TAMPA

SSG Theodore D. Lockett  
SGT Bruno Mercado  
SSG Steven C. Street  
SGT Scott E. Leach  
SFC Willis Snyder  
SSG James Hickam

# Rings



## ALBANY

SFC Steven E. Pearson  
MSG George R. Downing

## BALTIMORE

SSG John L. Martin  
SSG Terry L. Forrester  
SSG Jose L. Santiago  
SSG Linwood A. Carter  
SSG Percy L. Alexander  
SSG Samuel D. Gilbert  
SFC Jesse G. Jackson

## BECKLEY

SSG Joseph A. Malcolm

## BRUNSWICK

SFC Joaquim C. Almeida  
SFC Manuel A. Daponte  
SFC Kenneth Strout

## CHICAGO

SSG Steven R. Merry  
SFC Eric L. Powell

## DALLAS

SSG Donald W. McConnell

## DES MOINES

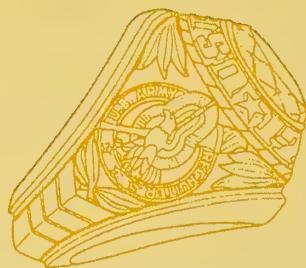
SFC Martin J. Stubeda

## GREAT LAKES

SSG William A. Kohlmann  
SSG Richard F. Sotomayor

## HARRISBURG

SSG Keith A. Mann



## HEADQUARTERS

SFC James D. Jackson  
SFC Robert K. Savoy  
SFC Robert H. Pixley  
SFC Brian L. Guenther

## JACKSON

SFC Anthony Billingsley

## JACKSONVILLE

SSG John F. Bloodworth

## LOS ANGELES

SFC Cleo McKinnon Jr.

## MIAMI

SSG Gerardo Alvarado  
SFC Mark D. Boles  
SSG Carmelo Crespo  
SSG Derek Walker

## MONTGOMERY

SFC James Richardson

## NEW ORLEANS

SSG Elmer Constant  
SFC Clifton Carr

## NEW YORK CITY

SFC Theodore Price  
SFC Abelito T. Solis  
SSG Rosemarie A. Russell  
SSG Nathan Thompson

## PITTSBURGH

SSG Gary L. Everson

## SACRAMENTO

SSG Theodore E. Lidie

## SANTA ANA

SFC Arcadio Riguil



## JANUARY

### Cinema Vans

ATLANTA, 17 - 27 Jan  
 BALTIMORE, 24 - 30 Jan  
 CLEVELAND, 24 - 30 Jan  
 COLUMBIA, 24 - 30 Jan  
 DALLAS, 17 - 30 Jan  
 LOS ANGELES, 17 - 30 Jan  
 OKLAHOMA CITY, 17 - 30 Jan

### Cinema Pods

CHICAGO, 18 - 30 Jan  
 DES MOINES, 18 - 30 Jan  
 GREAT LAKES, 23 - 30 Jan  
 HARRISBURG, 17 - 30 Jan  
 JACKSONVILLE, 17 - 30 Jan  
 MINNEAPOLIS, 23 - 30 Jan  
 NASHVILLE, 23 - 30 Jan  
 ST LOUIS, 18 - 26 Jan

### Adventure Van

In-House Maintenance, 27 - 30 Jan

## FEBRUARY

### Cinema Vans

BALTIMORE, 31 Jan - 16 Feb  
 BECKLEY, 21 - 27 Feb  
 CLEVELAND, 31 Jan - 17 Feb  
 COLUMBIA, 31 Jan - 9 Feb  
 DALLAS, 31 Jan - 3 Feb  
 HOUSTON, 7 - 24 Feb  
 INDIANAPOLIS, 21 - 27 Feb  
 JACKSONVILLE, 13 - 23 Feb  
 LOS ANGELES, 31 Jan - 2 Feb  
 MIAMI, 27 Feb  
 NASHVILLE, 13 - 17 Feb  
 NEW ORLEANS, 31 Jan - 9 Feb  
 OKLAHOMA CITY, 31 Jan - 9 Feb

PHOENIX, 14 - 27 Feb  
 RALEIGH, 20 - 27 Feb  
 SACRAMENTO, 6 - 24 Feb

### Cinema Pods

BECKLEY, 14 - 27 Feb  
 CHICAGO, 31 Jan - 10 Feb  
 CLEVELAND, 15 - 24 Feb  
 COLUMBUS, 20 - 27 Feb  
 DES MOINES, 31 Jan - 17 Feb  
 GREAT LAKES, 31 Jan - 17 Feb  
 HARRISBURG, 31 Jan - 10 Feb  
 JACKSON, 6 - 24 Feb  
 JACKSONVILLE, 31 Jan - 2 Feb  
 KANSAS CITY, 15 - 27 Feb  
 MIAMI, 6 - 24 Feb  
 MINNEAPOLIS, 31 Jan - 10 Feb  
 NASHVILLE, 31 Jan - 2 Feb  
 SALT LAKE CITY, 1 - 24 Feb  
 ST. LOUIS, 14 - 23 Feb

## Answers to the Test

1. C, USAREC Reg 350-6, Chapter 3, table 3-1
2. E, USAREC Reg 350-6, Chapter 3, para 3-14e(2)
3. A, AR 601-210, Chapter 4-4a, Table 4-1, line z
4. True, AR 601-210, Chapter 5-9.1, para q
5. D, AR 601-210, Chapter 10-5, para a-c
6. C, USAREC Reg 350-7, Appendix C, para C-3(c)
7. C, USAREC Reg 350-7, Appendix H, para H-2(b)
8. B, USAREC REG 601-37, Chapter 2-8(c)
9. C, USAREC 601-37, Chapter 2-9(k)
10. True, USAREC 350-4, Chapter 3, para 3-4(a)
11. A, STP 21-1-SMCT Task 071-326-5703, p. 314
12. C, STP 21-1-SMCT Task 071-331-0801, p. 337
13. False, STP 21-1-SMCT Task 031-503-1015, p. 398
14. B, STP 21-1-SMCT Task 081-831-1033, p. 490
15. C, STP 21-1- SMCT Task 071-331-0803, p. 12



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